



## **POLICE & CRIME PLAN ACTIVITY AND PERFORMANCE MONITORING REPORT**

### **1. PURPOSE**

The purpose of this report is to provide members of the Police and Crime Panel with an update on progress in delivering the Police and Crime Plan for West Mercia 1 April 2013 – 31 March 2017. This report covers the time period 1 February - 30 June 2015 (unless otherwise stated).

### **2. BACKGROUND**

The Police and Crime Plan (the Plan) for West Mercia came into effect on the 1 April 2013 and sets out the aim and objectives of the Police and Crime Commissioner (PCC) for policing and community safety across West Mercia. The Plan also contains details of governance and accountability arrangements. A variation to the plan was published in March 2014. A further variation to the Police and Crime Plan has been submitted to the Police and Crime Panel for comment at the July 2015 meeting.

### **3. FORMAT OF THE REPORT**

This report is presented in three sections as follows:

- Part 1:** Progress on each of the objectives listed in the plan and an update on the grant scheme.
- Part 2:** An update on performance by exception
- Part 3:** A brief outline of the PCC's key activity related to his performance role and function which is not captured in parts 1 or 2 of this report

### **4. PART 1 – UPDATE ON THE POLICE AND CRIME PLAN OBJECTIVES**

The police and crime plan came into effect on 1 April 2013 and the activity reported here covers the period 1 February 2015 – 30 June 2015. For each objective a short narrative on activity is provided.

#### **Objective 1 – To provide an effective neighbourhood policing model, with a focus on areas of greatest need**

The StraDA (Strengthening and Deepening the Alliance) team have completed the second stage of their organisational demand work. Activity during stage two was

focused across three areas: analysis, engagement and development of a demand management model. The results of this work have been presented to the PCCs and chief officers and provide a comprehensive evidence base of current and anticipated future demands. The PCC has since been involved in discussion on the strategic design principles for the future operating model. A detailed update on StraDA will be presented as part of the next Police and Crime Panel meeting.

In April 2015 the PCC approved an ICT modernisation project in excess of £8million over the life of the medium term financial plan. Part of this will include the implementation of the ATHENA system. This is a cloud based system which will link process management in four of the most demanding business areas in terms of cost, complexity and harm. The result is a reduction in bureaucracy and an increase in officer "available capacity". The main aim of ATHENA is to reduce data entry, reduce failure demand and to broaden the availability and accessibility of intelligence.

**Objective 2 – To reduce the volume of violent crime with an emphasis on addressing the harm caused by alcohol through partnership working**

The level of violent crime increased in 2014/15 when compared to 2013/14. During 2014/15 7466 offences of violence with injury were reported to the police compared to 5,828 in 2013/14. For the first three months of 2015/16 a further 2,453 incidents have been recorded.

Alcohol remains a contributing factor on over a third of all violence with injury offences and the PCC has continued to work closely with the police and partners to tackle the harm caused by alcohol. In particular, efforts have been focused on reducing crime and anti-social behaviour attributed with the night time economy.

**Objective 3 – To reduce the harm caused by drugs with a focus on treatment, and targeting those that cause the most harm**

The PCC has committed over £265,000 in drug intervention programmes for 2015/16. The PCC has also worked with Public Health England in order to review and assess drug test on arrest processes. This review has led to several changes in policy and procedures and has resulted in an uplift in offenders being referred to community based service providers. The PCC continues to support various substance misuse working groups across West Mercia and is looking to improve access to services for offenders in our communities as a priority.

Public Health England has recently re-issued its "Why Invest" paper which sets out a clear and compelling business case for appropriate substance misuse services. The PCC intends to carry out a review of proposed cuts linked to substance misuse so he better understand the risk and impact if certain services were withdrawn, or reduced within West Mercia.

The PCC is represented a quarterly alliance based governance group which reviews the key outcomes set out in the alliance drug strategy. The governance group is chaired by the Force Crime Manager and is attended by substance misuse commissioners from across the Alliance.

#### **Objective 4 – To reduce the volume of anti-social behaviour incidents**

During 2014/15 the number of anti social behaviour incidents reported to the police continued to fall with 47,192 incidents recorded, compared to 49,174 in 2013/14. For the first three months of the 2015/16 financial year there have been 11,686 incidents reported to the police.

As previously reported to the Panel it has been agreed with partners not to pursue a West Mercia anti-social behaviour strategy, instead it will be continued through local partnership working. All five Community Safety Partnerships have confirmed that delivery of this objective is being addressed locally and reflected in revised delivery plans. The PCC supports partners using the West Mercia Grant scheme to provide targeted funding for related initiatives.

An assessment of the grant funding committed to date by the PCC for 2015/16 identifies £466,486 in support of projects which are designed to tackle localised crime projects and anti social behaviour hotspots.

#### **Objective 5 – To bring offenders to account and reduce re-offending**

During 2014/15 total recorded crime rose by 4.8% on the previous year, increasing from 57,978 to 60,762 recorded crimes. The rise in total recorded crime has been particularly due to increased recording of violence with injury, violence without injury offences and sexual offences. For the first three months of 2015/16 the number of recorded crimes has been 18,592 which maintains the upward trend.

The PCC continues to work closely with criminal justice and community safety partners to strengthen the partnership approach to reducing crime and reoffending. A new sub group of the West Mercia Criminal Justice Board called the Crime Reduction Board (CRB) has been established to assist this approach.

The CRB is chaired by the Deputy PCC and brings together representatives of all five of West Mercia's Community Safety Partnerships (CSP) along with representatives from criminal justice agencies. The CRB is working to develop a community safety commissioning framework to assist partners moving forward as it will provide the evidence for focusing on and investing in key priorities.

In addition, the PCC is working with each of the CSPs to align strategic assessments, plans and performance management to enhance the understanding critical issues and gaps in service. This will greatly assist partners in developing plans and strategies for 2016-17 and beyond.

#### **Objective 6 – To develop and implement a business crime strategy**

During 2014/15 there were 14,137 business crimes reported to West Mercia Police and in the first three months of the 2015/16 financial year there have been 3,558 reported. Shoplifting remains the largest volume business crime across the whole alliance.

During 2014/15 there were 13,787 rural crime reported to West Mercia Police and 4,208 in the first three months of the 2015/16 financial year (some of these crimes will also be included in the business crime figure in the previous paragraph).

A rural and business crime governance board has been established to oversee the strategic delivery of the alliance rural and business crime strategies including providing advice to enable the PCCs to make funding decisions. The Board meets on a quarterly basis and is chaired by a representative from the Warwickshire Chamber of Commerce.

In West Mercia the funding agreed to date is £983,728 across the five policing areas, not including cyber crime initiatives. Projects are being managed locally through the community safety partnerships in conjunction with the local policing Superintendents.

The two chief constables have identified one of the local policing superintendents to lead on rural and business crime on behalf of the alliance.

### **Objective 7 – To work in partnership to protect the most vulnerable people in our society**

2014/15 saw a significant increase in the number of sexual offences reported to the police. The force recorded 697 rapes, compared to 395 in 2013/14 and 1295 other sexual offences compared to 897 in 2013/14.

Action plans are now in place at a local policing level in support of the West Mercia mental health concordat declaration and a Mental Health Crisis Concordat Governance Group has been established to provide oversight across the Alliance. The PCC is represented on the governance group and is a signatory to the local action plans and the concordat agreement. The number of adults detained in custody under S136 of the Mental Health Act reduced to 58 people across the Alliance in 2014/15 compared to 278. This is a reflection on the good partnership work taking place which has been further enhanced by the Concordat.

Since the last report, phase 1 (children) of the multi agency support hub (MASH) in Worcestershire began operating and phase 2 (adults) should be operational at the end of September 2015. Telford's MASH should also be operating by the end of September 2015. The PCC is aware that a number of organisational policing issues have slowed the roll out of MASH, however is now assured by the Police that these issues have been identified and are being addressed.

The next section of this report provides further detail on the provision of support for specialist services for the victims of sexual and domestic abuse.

### **Objective 8 – To deliver a supportive and effective response to victims and witnesses**

Police and Crime Commissioners became responsible for local victims' service in October 2014; within West Mercia a newly commissioned Victim Support framework contract became live from 1 April 2015. This framework was developed in close

collaboration with Warwickshire partners, and Thames Valley, Surrey and Sussex PCC's. This has enabled West Mercia to achieve greater value for money.

The PCC has also successfully launched a West Mercia wide Independent Domestic Violence Advisors (IDVA) framework which has brought together Local Authority budgets for Independent Domestic Violence Advisors into one agreement with PCC investment. This has achieved increased capacity of IDVAs throughout the region (some of which we are placing in courts and NHS settings) as a result of achieving greater economies of scale through bringing five different funding sources into a single agreement. We have also successfully invested additional capacity into Independent Sexual Violence Advisors (ISVA) across the region.

The PCC is working closely with community safety partnership (CSP) leads and have set up a Programme Management Office to support the development of a commissioning framework between the PCC and each respective CSP. This framework will take a step closer to better understanding the very local needs and gaps in provision, with a supporting framework of actions and remedies to address this. The commissioning framework will lead to an agreement between all partners to potentially pool budget, align outcomes or simply work in a targeted and collaborative way to address the need. It is felt that this will further strengthen the PCC's relationship with the CSPs.

The CSP work, along with the IDVA framework is generating national interest.

### **Objective 9 – To work with the Safer Roads Partnership to reduce the number of casualties on our roads**

The formal agreement and constitutional framework for the West Mercia Safer Roads Partnership was set up in 2011. This agreement established principles of joint working to reduce casualties and make roads safer by taking a broad approach to road safety and enforcement. Work is now underway to develop and publish a new agreement with a proposed aim to support casualty reduction on the road network in West Mercia and to support communities where speeding traffic is having an adverse impact upon quality of life or the safety of road users and residents.

### **Objective 10 – To meet the requirements of the Strategic Policing Requirement**

Strategic Policing must be provided at a standard to satisfy the Home Office Strategic Policing Requirement (SPR). In March 2015 the Home Secretary published a revised SPR and for the first time made Child Sexual Abuse an additional national threat. Prior to this the PCC had already agreed with the Warwickshire PCC to release an extra £2.6 million of funding to the alliance in order to increase resources and capabilities in this challenging area.

Work has begun in South Worcestershire to pilot a partnership approach to develop a threat profile of serious and organised crime, with the aim of targeting those that cause most harm in communities. This work is in support of the national Serious and Organised Crime Strategy. It is the responsibility of the PCC to ensure there is a suitable partnership in place to agree, own and monitor delivery of the profile and the actions.

At a regional level the PCC attends a quarterly PCCs' meeting where regional collaboration is scrutinised. This includes the work of the Central Motorway Patrol Group (CMPG), the Counter Terrorism Unit (CTU), the Regional Organised Crime Unit (ROCU) and air support (NPAS). Work is ongoing to ensure appropriate collaboration agreements are in place for all regional work.

### **Objective 11 – To develop and implement a public engagement strategy**

The PCC's Community Engagement Strategy and delivery plan was published in February 2014 and outlines five key areas of focus for the PCC. The PCC continues to monitor the strategy delivery plan.

The PCC's Community Ambassadors have been actively monitoring grant recipient activity and provide regular reports to the PCC. The PCC's weekly newsletter is used to report the ambassador's work more widely.

The PCC's showcase event took place on 5 July 2015 and brought together agencies, charities, community groups and people who work in the detection and prevention of crime in West Mercia. The aim was to inspire people living in local communities to participate in activity, leading to positive change.

### **Grants**

The West Mercia Commissioner's Grant Scheme was launched in April 2013. The intention is to maintain the scheme fund at £2 million each year throughout the Commissioner's term of office (subject to changes in the overall financial position).

During 2014 -15, 122 grants were awarded or offers made totalling £2,930,518. This includes 18 grants made, totalling £726,050 for services supporting victims of crime.

The grant process was redesigned earlier this year. The new scheme is split into tier 1 grants which are grants under £20,000 with outcomes achieving Police and Crime Plan objectives and tier 2 grants which are those exceeding £20,000 focused on specific outcomes and delivery often within specific areas where it is known that demand is such that additional investment is required. This is currently being mapped in terms of priorities and gaps in existing provision. The tier 1 scheme was opened during March and closed in mid April. The tier 2 scheme will open later in the year.

Thirty two grants under the tier 1 scheme have been awarded or offers made totalling £466,357. This includes a number of grants to enhance the service offered to victims. A further £552,336 has been awarded to the five CSPs within West Mercia and discussions are ongoing as part of the CSP commissioning framework to provide additional funding to CSPs.

The West Mercia PCC receives a £1.372 million allocation during 2015/16 from the Ministry of Justice for victims commissioning and restorative justice.

The Commissioner has also set up a private fund of £20,000 to support organisations that help fight crime and disorder and support victims of crime. Since the fund was launched in March 2013, the Commissioner has made 89 donations totalling £19,040.

## **5. PART 2 – PERFORMANCE MONITORING REPORT**

From the 1<sup>st</sup> April 2014 the police and crime plan contains no specific measures or targets to which the force is being held to account for performance. The removal of all targets represents a fundamental cultural shift for the force and from the outset of the new regime the Chief Constable has been clear that protecting people from harm is the key driver for the force. This approach is supported by the PCC.

Since the 1<sup>st</sup> April 2014 the office of the PCC have received daily reports on levels of high harm crimes and the PCC discusses performance with the Chief Constable at their weekly briefings. The Deputy PCC and staff continue attended the Force Performance Management Group and other key meetings.

The force performance team have been working with both PCC offices to develop a new performance framework and reporting processes for the alliance. Changes to the agreed approach mean that there is a delay in providing the Panel with the quarterly report referred to in the last report.

A summary of key crimes is attached at appendix A for the complete 2014/15 year and the first three months of 15/16. Also included here is data on satisfaction, confidence and professional standards data which was requested by the panel at the last meeting.

### **Comment on performance**

The data shows that total recorded crime increased during 2014/15 and across a range of crime types. The data for the first three months of 2015/16 also indicates an upward trend when compared to the first three months of 2014/15. The rise in total recorded crime has been particularly due to increased recording of violence with injury, violence without injury offences and sexual offences.

Part of the increase can be attributed to changes in police recording practises following HMIC's Crime Data Integrity inspection. The force is undertaking a review of all incidents that were opened as a crime but closed without a crime being recorded.

2014/15 also saw a significant increase in the number of recorded sexual offences. In part this increase is because of an increase in confidence in reporting such crimes to the police as a result of recent high profile cases. An indication of this is the number of people coming forward to report 'historic' crimes; 27% of other sexual offences reported during 2014/15 had been committed over a year before. This is a national trend.

Finally there has been an increase in recorded crime across many police forces across England and Wales, and West Mercia is following this trend.

It is not possible to determine how much of each of the factors referred to has contributed to the uplift in crime in West Mercia, and more work needs to be done to more clearly understand the contributory factors and their impact on total recorded crime.

## **6. PART 3 – PCC ACTIVITY**

In relation to performance the following provides a brief outline of PCC activity not captured in parts 1 or 2 of this report, but which will be of interest to the panel. This update relates to the period 1 February to date.

**Staffing update** – The Alliance Treasurer, Dave Clark retired with effect from 23 July 2015. Both Police and Crime Commissioners have put on record their appreciation for his expertise, experience and commitment over the years. His successor is being recruited and is in the process of being selected. The independent chair of the Joint Audit Committee and a representative from CIPFA are involved in the selection process to provide advice, objectivity and independence. It is hoped that a preferred candidate will be presented to the October Panel meeting.

**Joint Audit Committee** - the Independent Joint Audit committee met in March 2015 and July 2015. Items considered included external and internal audit, risk management, the proposed shared audit service between Worcestershire County Council and Warwickshire County Council, firearms licensing, audit plans, the annual governance statement and treasury management..

**Trust, Integrity and Ethics Committee** - this committee is responsible for enhancing trust and confidence in the ethical governance and actions of Warwickshire Police and West Mercia Police. The committee met in February and April 2015. The committee determined at its February meeting to undertake a review of the force's crime recording practises particularly the recording of sexual offences. Their finding will be reported back in September 2015. In April the Committee received an overview of the Professional Standards Department performance.

**Her Majesty's Inspectorate of Constabulary (HMIC)** – from the 1 February to date HMIC has published two West Mercia specific reports as part of their national inspection programme. These are:

- *National child protection inspection*
- *Warwickshire and West Mercia – joint inspection of police custody*

The PCC monitors the force response to any recommendations arising from HMIC reports and holds the chief constable to account for implementation of these recommendations.

As part of the HMIC inspection process the PCC or his staff have attended briefings and 'hot debriefs' on a number of inspections that will be published during 2015. In addition the force in conjunction with the PCC has put in place a structured process



for managing the response to each HMIC report and the PCC and his staff are actively involved in this work.

## **7. Recommendation**

Members of the Panel are invited to consider the report

## Appendix A

### Key crime types

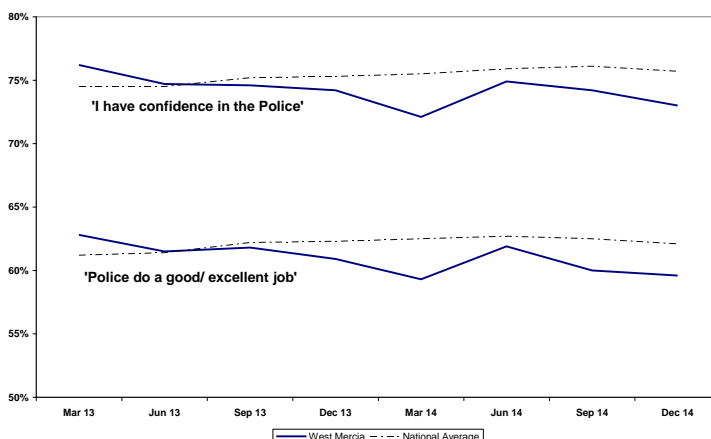
Category	2015/16 Volume 1 April – 30 June	2014/15 Volume	2014/15 percentage change compared to 2013/14
Total recorded crime	18,598	60,762	+4.8%
Violence with injury	422	7,466	+28%
Rape	238	697	+75.6%
Other sexual offences	491	1295	+44.4%
Domestic burglary	757	2705	+6.1%
Robbery	118	403	+16.8%
Anti social behaviour	11,689	47,192	-4.2%
Killed or seriously injured	57	436	+6%

### Outcomes

A new outcomes framework was introduced by the Home Office in April 2014 to replace detection rates. There are now 19 categories of outcome which provide a greater picture of police activity (listed at appendix B). Of the 60,762 crimes recorded during 2014/15, 55,604 had an outcome within the year. In 5% of crimes the outcome was a community resolution.

### Public confidence

Public confidence in the police is measured through the national Crime Survey for England and Wales (CSEW). The data is updated quarterly with the latest data covering the 12 months to end Dec 2014. The next update, with data to March 2015, will be published in July.



60% of respondents to the CSEW agree that the Police do a 'good' or 'excellent' job and almost three quarters (73%) have 'confidence in the police in their local area'.

For both measures West Mercia is below the national average.

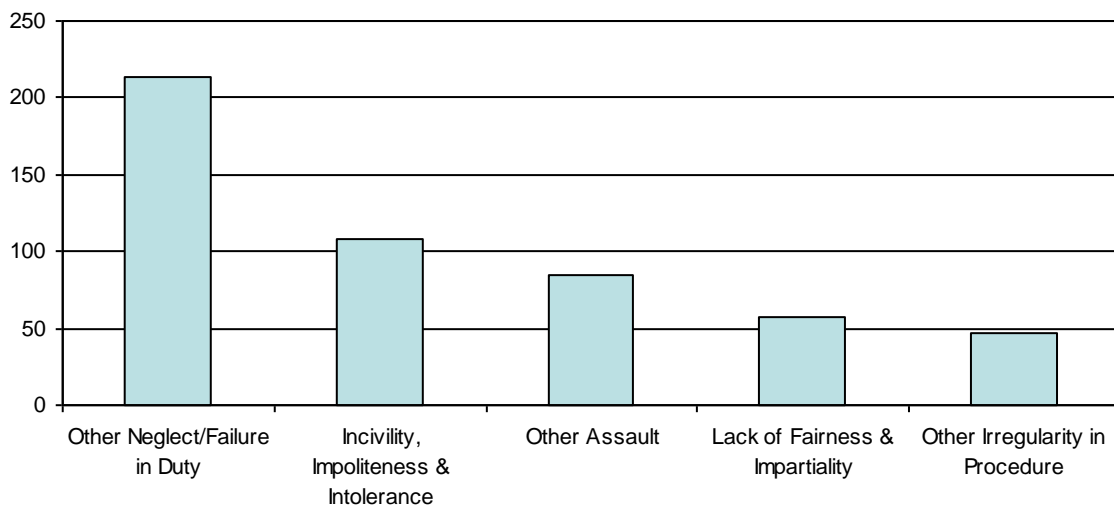
### Victim satisfaction

Victim satisfaction currently stands at 85.5% satisfied with their experience. The area where the opportunity to improve satisfaction further is the follow up contact from

officers. Currently 75.6% of people surveyed are satisfied with this aspect of the service. The force through recent performance conferences has placed an emphasis on improving service in this area. There are signs that focused activity across the policing areas are beginning to be reflected in the results.

### Police integrity

The following data is supplied by the Professional Standards Department. The six most common complaints against West Mercia officers in 2014/15 are shown below. The most common is 'Neglect or Failure in Duty'. For the first two months of the 2015/16 financial year this was also the most common complaint type.



### Timeliness

The average number of days to finalise cases, not including sub judiciary during 2014/15 was 132 compared to a national average of 102.

The average number of days to finalise cases, including sub judiciary during 2014/15 was 154 compared to a national average of 110.

## Appendix B

### Home Office Outcomes

The Home Office outcomes framework gives all outcomes an equal weighting.

<b>Code</b>	<b>Description</b>
OC1	Charge / summons
OC2	Caution - youths
OC3	Caution – adults
OC4	Taken into consideration
OC5	The offender has died (all offences)
OC6	Penalty notice for disorder
OC7	Cannabis warning
OC8	Community resolution
OC9	Prosecution not in the public interest (CPS)
OC10	Formal action against the offender not in the public interest (police)
OC11	Prosecution prevented – name suspect identified but below the age of criminal responsibility
OC12	Prosecution prevented – named suspect identified but is too ill (physical/mental health) to prosecute
OC13	Prosecution prevented – named suspect identified but victim/key witness is dead/too ill to give evidence
OC14	Evidential difficulties victim-based – named suspect not identified
OC15	Named suspect identified: victim supports police action but evidential difficulties prevent further action
OC16	Named suspect identified: victim supports police action but evidential difficulties victim does not support action
OC17	Prosecution time limit expired: suspect identified but prosecution time limit has expired
OC18	Investigation complete: No suspect identified – crime investigated as far as reasonably possible – case closed
No crime	No crime
Pending – under investigation	Pending – under investigation